

# STATE OF ALABAMA

## DEPARTMENT OF EDUCATION— FY08 IT STRATEGIC PLAN WORKSHEET

### IT MISSION

**To provide information systems and technological support services to the State Department of Education's administrative functions and program areas.**

### IT VISION

**To consistently meet and exceed stakeholder expectations for the design, development, and delivery of IT solutions.**

### VALUES

- Customer focus

*We exist to serve our Department's IT users*

- Commitment to excellence

*We are committed to providing the highest quality support meeting the needs of our users*

- Professionalism

*Each individual's behavior and competence must reflect our commitment to our users*

- Collaboration

*We must actively work together and with our users to prioritize and meet the information needs of our Department*

- Innovation

*We are dedicated to finding creative technological solutions meeting the needs of our users*

### CUSTOMERS (Expectations)

- Education Department employees and staff
- Local Education Agencies
- US Department of Education
- Professional Education organizations

#### Expectations

- *Timely, accurate services*
- *Reliable, dependable, and secure systems and applications*
- *Act ethically and professionally, as good stewards of the department's resources and users' confidence*

- *Maintain competence and expertise*
- *Work in partnership with users to identify, prioritize, and address IT needs*
- *Keep users informed of task progress and completion*
- *Proactive recommendations and information systems based options and tools focusing on user needs*
- *Develop effective, efficient business practices to complete identified tasks and requests*
- *Cost-effective information services*
- *Provide project leadership, as required*

### STAKEHOLDERS (Expectations)

- Alabama Board of Education
- Governor's office
- Legislature
- Other Federal agencies
- Other State agencies
- Business partners
- General public

#### Expectations

- *Timely, accurate services*
- *Act ethically and professionally, as good stewards of the department's resources*
- *Reliable and secure systems*

### KEY GOALS (1-3)

G1 (DGX, GPX): Enable data-driven decision processes by ensuring every section within SDE has direct and appropriate programmatic access to core information by the end of FY11.

G2 (DGX, GPX): Reduce the average workhours required for critical reports and calculations by 50% through the automation of identified IT processes and calculations currently requiring extensive manual intervention by the end of FY09.

G3 (DGX, GPX): Establish and implement initial standard policies and practices for the design, development, and delivery of IT solutions by the end of FY08.

G4 (DGX, GPX): Improve IT customer satisfaction across SDE by 15% each year.

### ASSUMPTIONS

- FY06-07 initiatives, including current staffing plans, are on schedule
- Staff turnover remains consistent with historical trends and results in no unexpected loss of critical human resources
- Funding levels continue to adequately support approved IT goals and objectives

### WORKLOAD MEASURES (1-2 (4))

W1: # of computer systems (e.g., desktops, servers) supported

W2: # of programming/development workhours

W3: # of helpdesk requests

W4: # of applications supported

W5: # of reporting requirements supported

W6: # of LEAs supported

W7: # of schools supported

### STRENGTHS

- IT Staff's competence in network and security operations and applications
- Functional knowledge of core strategic areas within SDE (e.g., NCLB, Foundation Program, AYP)
- SDE IT infrastructure
- User involvement in setting departmental IT priorities
- Team-based culture within ISS
- IT willingness and capability to monitor and keep users informed of task and initiative progress/status
- Relationships with LEAs

### WEAKNESSES

- Lack of adequate, qualified staffing to meet the demands of expanding IT utilization throughout the Department
- Lack of adequate staffing back-up capacity



# STATE OF ALABAMA

## DEPARTMENT OF EDUCATION— FY08 IT STRATEGIC PLAN WORKSHEET

- Tendency to address the “urgent” versus the “important”
- Size of IT project and task backlog (approximately 20 work-years)
- Lack of a closed statewide education network linking all education agencies
- Lack of established service and performance metrics and benchmarks

### OPPORTUNITIES

- Increased interest in and support for expanding client-server and Web-based systems across the State
- Availability of potential national benchmarks for increasing and enhancing digital government processes across education agencies
- Availability of potential national benchmarks for integrating PK to 20 longitudinal data

### THREATS

- The State Merit and Personnel System lacks the flexibility and capability to effectively recruit and retain IT specialists with the skills needed to support the State’s increasing dependence on client-server and Web based systems
- Impact of changing Federal reporting requirements (e.g., IDEA, EDEN)
- State procurement process threatens agencies’ capability to develop and maintain consolidated, integrated, and standardized technical infrastructures

### OBJECTIVES

- (G1) OBJ1 (# of sections with programmatic access to core information): Complete IT activities required to ensure 10 of 30 sections have direct and appropriate programmatic access to core information.
- (G2) OBJ1 (% reduction in average workhours expended for critical reports and calculations requiring extensive manual intervention): Reduce the average workhours required for critical reports and calculations currently requiring extensive manual intervention by 25%.

- (G2) OBJ2 (% of critical reports and calculations converted to automated processes): Convert 50% of critical reports and calculations from manual to automated processes.
- (G3) OBJ1 (% of initial standard policies and practices implemented): Complete initial implementation of standard policies and practices for the design, development, and delivery of IT solutions.
- (G4) OBJ1 (% of customers rating IT services as satisfactory): Improve IT customer satisfaction across SDE by 15%.

### CRITICAL ISSUES

#### INTERNAL

- (G1,G2) IC1: Due to the inability to adequately fill vacant IT positions, obtain alternative resources with the skills and capability needed to meet projected demands

#### EXTERNAL

- (G1, G2) EC1: State Personnel Department must work with the Department to increase the capability of the State Merit and Personnel System to recruit and retain qualified IT specialists by ensuring registers reflect the skills needed to support client-server and Web-based environments, creating targeted compensation levels competitive with private industry, and removing classification restrictions impacting the number and types of personnel a department can hire.

### STRATEGIES & ACTION PLANS\* (Person Responsible/Estimated Completion Date)

- (G1) S1: Complete activities identified by the SDE IT Database/Data Mart Implementation Roadmap to ensure 5 additional sections have direct and appropriate programmatic access to core information.
- A. Design supporting Data Mart and user access tools for identified sections. (D. Martel) (31 Dec 07)
  - B. Construct supporting Data Mart and user access tools for identified sections. (D. Martel) (30 Jun 08)
  - C. Implement supporting Data Mart and user access tools for identified sections. (D. Martel) (31 Aug 08)

- D. Identify sections targeted during FY09. (G. Weatherly) (31 Aug 08)
- E. Evaluate progress and adjust project schedule, as required. (G. Weatherly) (30 Sep 08)

(G2) S1: Complete activities associated with the automation of identified IT processes and calculations currently requiring extensive manual intervention.

- A. Identify critical reports and calculations to be converted to automated processes. (P. Eiland) (31 Oct 07)
- B. Design automated process for identified reports and calculations. (P. Eiland) (31 Dec 07)
- C. Construct automated process for identified reports and calculations. (P. Eiland) (30 Jun 08)
- D. Implement automated process for identified reports and calculations. (P. Eiland) (31 Aug 08)
- E. Evaluate project progress and adjust schedule as required. (G. Weatherly) (30 Sep 08)
- F. Assess impact of converted processes on workhours expended. (G. Weatherly) (30 Sep 08)

(G3) S1: Complete implementation of initial standard policies and practices for the design, development, and delivery of IT solutions.

- A. Identify and prioritize remaining IT policies and practices requiring standardization. (G. Weatherly) (30 Nov 07)
- B. Develop standardized IT policies and practices for identified areas. (S. Crews) (30 Jun 08)
- C. Implement identified standardized IT policies and practices. (S. Crews) (30 Sep 08)
- D. Evaluate project progress. (G. Weatherly) (30 Sep 08)

- (G4) S1: Evaluate customer satisfaction with IT services and support to identify potential improvements.
- A. Develop satisfaction survey. (D. Martel) (31 Jan 08)
  - B. Conduct survey. (S. Crews) (28 Feb 08)
  - C. Analyze responses. (G. Weatherly) (30 Jun 08)
  - D. Identify areas for improvement and change. (G. Weatherly) (31 Jul 08)



**STATE OF ALABAMA**  
**DEPARTMENT OF EDUCATION— FY08 IT STRATEGIC PLAN WORKSHEET**

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E. Report results and recommendations to Steering Committee. (G. Weatherly) (31 Jul 08)  
F. Implement recommended changes. (G. Weatherly) (30 Sep 08)

(IC1 (G1,G2)) S2: Contract resources needed to accomplish identified goals.  
A. Identify personnel resource requirements. (G. Weatherly) (1 Oct 07)  
B. Create statements of work addressing identified needs. (D. Martel) (31 Oct 07)  
C. Obtain approval for contract(s). (G. Weatherly) (15 Nov 07)  
D. Secure contract resources. (G. Weatherly) (31 Dec 07)

(EC1 (G1,G2)) S3: Work with Superintendent and the State Personnel Department to increase the capability of the State Merit and Personnel System to recruit and retain qualified IT specialists by ensuring registers reflect the skills needed to support client-server and Web-based environments, creating targeted compensation levels competitive with private industry, and removing classification restrictions impacting the number and types of personnel a department can hire.  
A. Work with Superintendent to identify limitations of the State Merit and Personnel System to recruit and retain qualified IT specialists. (G. Weatherly) (31 Oct 07)  
B. Provide required support to Superintendent for discussing and resolving identified issues. (G. Weatherly) (30 Sep 08)

\* Action plans will be submitted with Operational Plan, not the SMART Plan.

NOTE: As the planning and budget process continues, you will need to identify spending and staffing requirements for each action step, **if possible**. If not, then estimates will need to be provided for each strategy.



**STATE OF ALABAMA**  
**DEPARTMENT OF EDUCATION— FY08 IT STRATEGIC PLAN WORKSHEET**

Key Goals (DGX, GPX)	(GX) Critical Issues	(GX) Strategies	(GX) Objectives (Unit of Measure)	06 Baseline /07 Projection /08 Target
G1 (DGX, GPX): Enable data-driven decision processes by ensuring every section within SDE has direct and appropriate programmatic access to core information by the end of FY10.	<p>(G1,G2) IC1: Due to the inability to adequately fill vacant IT positions, obtain alternative resources with the skills and capability needed to meet projected demands</p> <p>(G1, G2) EC1: State Personnel Department must work with the Department to increase the capability of the State Merit and Personnel System to recruit and retain qualified IT specialists by ensuring registers reflect the skills needed to support client-server and Web-based environments, creating targeted compensation levels competitive with private industry, and removing classification restrictions impacting the number and types of personnel a department can hire</p>	<p>(G1) S1: Complete activities identified by the SDE IT Database/Data Mart Implementation Roadmap to ensure 5 additional sections have direct and appropriate programmatic access to core information.</p> <p>(IC1) S2: Contract resources needed to accomplish identified goals.</p> <p>(EC1) S3: Work with Superintendent and the State Personnel Department to increase the capability of the State Merit and Personnel System to recruit and retain qualified IT specialists by ensuring registers reflect the skills needed to support client-server and Web-based environments, creating targeted compensation levels competitive with private industry, and removing classification restrictions impacting the number and types of personnel a department can hire.</p>	(G1) OBJ1 (# of sections with programmatic access to core information): Complete IT activities required to ensure 10 of 30 sections have direct and appropriate programmatic access to core information.	<p>06: 0</p> <p>07: 5</p> <p>08: 10</p>
G2 (DGX, GPX): Reduce the average workhours required for critical reports and calculations by 50% through the automation of identified IT processes and calculations currently requiring extensive manual intervention by the end of FY09.	<p>(G1,G2) IC1: Due to the inability to adequately fill vacant IT positions, obtain alternative resources with the skills and capability needed to meet projected demands</p> <p>(G1, G2) EC1: State Personnel Department must work with the Department to increase the capability of the State Merit and Personnel System to recruit and retain qualified IT specialists by ensuring registers reflect the skills</p>	<p>(G2) S1: Complete activities associated with the automation of identified IT processes and calculations currently requiring extensive manual intervention.</p> <p>(IC1) S2: Contract resources needed to accomplish identified goals.</p> <p>(EC1) S3: Work with Superintendent and the State Personnel Department to increase the capability of the State Merit and Personnel System to recruit and retain qualified IT specialists by</p>	(G2) OBJ1 (% reduction in average workhours expended for critical reports and calculations requiring extensive manual intervention): Reduce the average workhours required for critical reports and calculations currently requiring extensive manual intervention by 25%.	<p>06: 0%</p> <p>07: 5%</p> <p>08: 25%</p>



**STATE OF ALABAMA**  
**DEPARTMENT OF EDUCATION— FY08 IT STRATEGIC PLAN WORKSHEET**

	needed to support client-server and Web-based environments, creating targeted compensation levels competitive with private industry, and removing classification restrictions impacting the number and types of personnel a department can hire	ensuring registers reflect the skills needed to support client-server and Web-based environments, creating targeted compensation levels competitive with private industry, and removing classification restrictions impacting the number and types of personnel a department can hire.		
			(G2) OBJ2 (% of critical reports and calculations converted to automated processes): Convert 50% of critical reports and calculations from manual to automated processes.	06: 0% 07: 10% 08: 50%
G3 (DGX, GPX): Establish and implement initial standard policies and practices for the design, development, and delivery of IT solutions by the end of FY08.	None	(G3) S1: Complete implementation of initial standard policies and practices for the design, development, and delivery of IT solutions.	(G3) OBJ1 (% of initial standard policies and practices implemented): Complete initial implementation of standard policies and practices for the design, development, and delivery of IT solutions.	06: 0 07: 50% 08: 100%
G4 (DGX, GPX): Improve IT customer satisfaction across SDE by 15% each year.	None	(G4) S1: Evaluate customer satisfaction with IT services and support to identify potential improvements.	(G4) OBJ1 (% of customers rating IT services as satisfactory): Improve IT customer satisfaction across SDE by 15%.	06: 0 07: 15% 08: 15%